

ADAPTING TO SOMETHING NEW

Facilitator's Guide - Team One



HERB N' KITCHEN



ADAPTING TO SOMETHING NEW

Purpose

The purpose of this module is to help team members adapt to the new Herb n' Kitchen Brand. The focus is on those things we can do to help in the adaptation process and how they can work together effectively as a team.

Audience

New Herb n' Kitchen team members.

Time

75 minutes. No breaks. (Allows for 5 minutes for additional questions as required)

Goal

Team members will develop a transparent and clear understanding of the expectations of everyone during the opening of the Herb n' Kitchen restaurant. The team will develop a set of commitments that will guide behaviors and interactions through the opening process and beyond.

Materials Needed

- Pens
- Journals
- Things to Remember booklets

Key

Activity	Ask	Discuss	Explain	Key Message	Read Quote	Review	Trainer Note	Transition
								

1



TIME: 2 minutes



Trainer Note

Opening slide - have on when team members enter the room.



Explain

Welcome! My name is **<trainer name>**. Welcome to our module on how we will successfully adapt to our new restaurant together! I trust you are all excited about Herb n' Kitchen and what it means to our hotel! Before we get started, let's get to know each other a bit more. This is a new team, even though some of you have been working here at the hotel for a while. We should always take advantage of an opportunity to get to know our team members a little better.



Trainer Note

This is the third or fourth session with the team, and you will notice the same people sitting together. Mix the groups up by creating new table groups or having everyone sit next to someone they do not know very well.

2



ADAPTING TO SOMETHING NEW

Introductions

- Name
- Role
- Time with Hotel and Hilton
- The most important thing to you in this world - Who or What.



TIME: 8 minutes



Explain

Let's introduce ourselves! Please share your name, your position here, how long have you been with this particular hotel and with the company. Also, please share the most important things to you in this world. This can be a person, activity or anything. Let me start by introducing myself a little more.



Trainer Note

Introduce yourself and explain that you have been working with the Herb n' Kitchen brand for about two years. Do not indicate you are with a third party group. Introduce some of the things most important to you. The more you open up the better the example you will set. For large groups, you might want to split them into their tables and give them five minutes to introduce themselves at their table.



Transition

Great! Thanks for sharing everyone! Let's talk about what we will be doing over the next few weeks.

3



TIME: 30 seconds



Explain

In this session, we are going to talk about how we adapt to new things. Herb n' Kitchen is a new experience with new methods that we will have to adapt to in order for it to become successful.

4



OBJECTIVES & TOPICS

- Understanding adaptation
- Adjusting to something new
- Helping yourself in new circumstances
- The importance of teamwork

TIME: 30 seconds



Explain

In today's session we are going to work on understanding adaptation and discuss why it is so difficult adjusting to something new. We will discuss how we can help ourselves and each other through the opening process to ensure we all transition to our new brand successfully.



Review objectives.

5



TIME: 1 minute



Explain

To begin, I would like to ask you to take off your watches or a ring, and place it on the other hand or a finger on the other hand. I know this might feel uncomfortable, but I would ask you leave it on for the duration of our session.



Trainer Note

Have them keep the watch or ring on the other hand for the duration of the session.



Transition

So, let's talk about why adapting to something new is not easy.

6



ADAPTING...

Why is it sometimes difficult?

TIME: 1 minute



Ask

Even though new circumstances can be exciting and positive, why is adapting to new circumstances sometimes difficult?

Look for Answers

- Fear.
- Uncertainty of outcomes.
- Misunderstanding the reasons why.
- Lack of motivation.
- Takes us out of our comfort zone.



Discuss answers and review.



Review

Right! It's all those things! Any new circumstance can be a bit uncomfortable at its best and disruptive at its worst! We simply do not like being taken out of our comfort zone.



Transition

Let's consider the comfort zone.

7

YOUR ADAPTATION CHALLENGE



TIME: 2 minutes



Explain

The comfort zone is just as it says - comfortable! Nothing changes, everything stays the same, time flies as you repeat the same routines and processes. It can be stable, usual, comfortable, and yet a bit dull. New circumstances can bring discomfort - a feeling of instability - even if we agree the change is warranted or necessary! We often prefer to live with "frustrations we know," rather than the possible frustrations of the unknown! So naturally, we resist and find reasons not to adapt and keep things the same. New circumstances take us out of the Comfort Zone and into the Learning Zone.



Ask

Why is it called the learning zone?

Look for Answers

- New circumstances require us to learn something new.
- The best way to navigate a new situation is to think of it as a learning experience, an evolution of skills, thoughts and experience.



Discuss answers and review.



Explain

Anytime we take on something new, we are going to learn whether we like it or not. However, when people resist the inevitable, trying to avoid learning or evolving and thinking that if they do it long and loud enough things will stay the same, then the adaptation process can become painful. By focusing on the opportunities of learning and advancing, and the positive outcomes of the process, we can avoid entering the painful zone. Unfortunately, no matter what we do, there will always be those that want to make it painful, because they think the more painful they make it for themselves and others, the more voice they have in why the new circumstances are bad and why we should stay in our comfort zone.



Transition

Let's now talk about some of things we can do, or not do, to help us ensure the opening of the new Herb n' Kitchen restaurant is not painful.

8



ADAPTING TO SOMETHING NEW

- Resist making things up!
- Focus on the half-full, not the half-empty.
- Adjust our thinking.
- Focus on acquiring new skills and knowledge.
- Consider the opportunities.

TIME: 30 seconds



Explain

In order to better understand how we can help ourselves when we have to adapt to something new, let's take a look at five approaches, or techniques, we need to remember over the next few weeks as we open our new Herb n' Kitchen restaurant! These will help make the process of opening easier for everyone.



Review

We must resist making things up. We must focus on the glass being half -full, rather than half-empty. We must adjust our thinking. We must focus on acquiring new skills and knowledge. And, we must consider the opportunities.



Transition

Let's begin by resisting to make things up.

9



TIME: 5 minutes



Ask

What do we mean by resisting to make things up?

Look for Answers

- Don't make assumptions.
- Ask questions if you are not sure about something.
- Don't quote something as being true that you are not sure of being true.
- Don't tell somebody something that you are not sure whether it is true.



Discuss answers and review.



Explain

At this point, I'm sure you have a lot of questions about the new restaurant, how your role may adjust and what the new expectations are. We have developed a series of learning experiences and modules that will answer many, if not all, of your questions. However, if you are not sure about something at any time, do not hesitate to ask. We will have the answers, and if not will get them for you. At the end of each day we are going to have a quick meeting that will provide an opportunity to think about the training of that day, review what is happening tomorrow and, of course, answer any questions you might have.



Ask

So let me ask you. What questions do you have about the opening process or Herb n' Kitchen? And, what have you heard going around the hotel about the new restaurant that you want to be clear on?



Discuss answers and review.



Trainer Note

Review questions and facilitate answers. If unsure of answer, write questions on the flip chart under the heading "Parking Lot." Get with hotel managers, Herb n' Kitchen corporate team, or anyone required to assist in answering team member questions. It is important to get out in the open all the rumors and questions on peoples' minds.



Explain

As long as we commit to communicating often, we are going to be very successful as a team during this opening process. And, most importantly, let's commit to not making things up! Remember, if you hear any other team member from the hotel saying something that you know is not true, please let us know so we can address any made-up things throughout the hotel.



Transition

Remember, we need to focus on the positives of this opening.

10

ADAPTING TO
SOMETHING NEW

FOCUS ON THE HALF FULL,
NOT THE HALF EMPTY



TIME: 10 minutes



Ask

What does the glass is half-full, rather than half-empty, mean to you?



Discuss answers and review.



Explain

In any situation, some people focus on the positives, while other people focus on the negatives. There are always positive and negative outcomes in any new circumstance, but too many times people spend all their time on the negatives and miss out on many of the great benefits a new situation can bring.



Activity

Let's come up with a list of all the outcomes our guests, ourselves, and the hotel will benefit from as a result of having the new Herb n' Kitchen restaurant, a contemporary restaurant suited to the modern day traveler on-site.



Trainer Note

On a flip chart, place the heading “Guests” and write down all the positive outcomes for the guests. On the next page, write all the negative outcomes (which should not be many). Do the same for “Team Members” and “The Hotel.” You want to highlight that there are many more benefits to the new restaurant. We can focus on the few negatives like learning new things etc. but that would mean we are focusing on the wrong things.



Explain

As you can see, that is quite a list of positive outcomes! Let's stay focused on these over the next few weeks. Yes, there may be some negative outcomes, such as having to make adjustments and learn new things, but really there seems to be so many more positives as a result of Herb n' Kitchen being our new restaurant. It might take a little time, but with so many positive benefits a little discomfort will be worth it. Keep in mind, you are the ambassadors for your brand, so when guests, other team members or family and friends ask you about the new Herb n' Kitchen restaurant, let's remember that, like all great ambassadors, we should stay focused on all of the great outcomes we are going to enjoy.



Transition

We have to focus on the positives and understand the restaurant is opening regardless of how we think.

11



TIME: 5 minutes



Ask

What does “adjust our thinking” mean to you?



Discuss answers and review.



Explain

To ensure a successful opening of the Herb n' Kitchen restaurant, we are going to have to make some personal adjustments, especially to our thinking.



Key Message

At this point, let's all agree on one thing: The new Herb n' Kitchen restaurant is going to open, and it is going to be different than the previous restaurant we had. There will be some adjustments required from everyone. Do we all agree on this?



Trainer Note

Wait for approval response, then continue.



Explain

You may have heard the saying, “The only thing constant is change.” This is very true, because with guests’ expectations, needs and wants constantly evolving, it seems like we always have to adapt in some aspect. As a brand, there is a continuous emphasis on ensuring that the guest feels cared for, and to do this effectively we have to change as their expectations and needs change. So the question is not, “Will there be something new in our lives - professionally or personally?” The question is, “How successful are you going to be in dealing with that something new?” Those that deal best with new circumstances are the ones willing to make the necessary mental and emotional adjustment. They adopt the disposition that adaptation is necessary, and constant, and that to be successful they have to adjust to the environment or situation given to them. Let’s all commit that, since this opening is going to happen, we are all going to make the necessary adjustments personally to be successful over the next few weeks. Is everybody in?



Trainer Note

Wait for approval response, then continue.



Transition

Now, let’s commit that we have to learn some new things.

12

ADAPTING TO
SOMETHING NEW

FOCUS ON ACQUIRING NEW SKILLS
AND KNOWLEDGE



TIME: 5 minutes



Ask

What does “acquiring new skills” mean to you?



Discuss answers and review.



Explain

To be successful during the opening process, we are going to have to learn some new skills. Herb n' Kitchen is a new concept, significantly different from our last restaurant. We just talked about the inevitability of change. Well, one of the inevitable aspects of change is the necessity to learn something new. We have put together an extensive learning experience for you over the next few weeks to ensure your success. Let's review our learning schedule.



Trainer Note

Review training schedule for pre-opening process. Provide a quick overview of each session. Answer any questions. This would be a good time to also check that everyone is correctly scheduled to attend the sessions. If any staff is missing sessions, review with the manager.



Explain

While we can provide the opportunity to learn, we cannot *make* you learn. However, with your attitude focusing on the positive outcomes and understanding that adjustments are necessary, we are confident that you are going to enjoy the new skills and knowledge being delivered.



Transition

With an open mind, and by acquiring new skills, comes new opportunities.

13

ADAPTING TO
SOMETHING NEW

CONSIDER THE OPPORTUNITES



TIME: 30 seconds



Ask

What does it mean to “consider the opportunities?”



Discuss answers and review.



Explain

Having a new contemporary restaurant will not only improve guest loyalty, but also create opportunities for you, such as learning new skills and being a part of a new brand and modern restaurant. You are learning how to run the most progressive and popular dining concept today: fast-casual.



Transition

There is one more thing we must consider to be successful through this opening process, and that is for us to work together as a team!

14



TIME: 30 seconds



Explain

When it comes to successfully opening a new restaurant, your support system is an important element. It is always easier, and more fun, to do things with others and be supported by others. What we're talking about is creating an atmosphere of teamwork. Over the coming weeks, it will be important that we work together as a team, help each other out, support each other and cheer each other along.

15



TEAM DYNAMICS

- Trust
- Respect
- Communication
- Collaboration

TIME: 30 seconds



Explain

There are four dynamics at play to develop a team environment that allows you to adapt to something new and be successful in our Herb n' Kitchen opening.



Review

They are Trust, Respect, Communication and Collaboration.



Explain

We'll explore each of these to understand the part you will need to play in the coming weeks as we open the restaurant. When all four are in play, teamwork occurs, and new circumstances can be readily accepted head-on. If one of these dynamics is absent, the team environment is strained, and adapting to the new circumstance becomes far more difficult.



Transition

Let's begin with consideration for our food and beverage, and how we are going to deliver on our promise with our menu choices.

16

TEAM DYNAMICS

TRUST



TIME: 8 minutes



Ask

Why is trust important?

Look for Answers

- Important building block to relationships and teamwork.
- Allows people to be vulnerable with each other and not fear it to be used against them.
- Without it, people will not communicate and work well together.
- Most important element to working together.



Discuss answers and review.



Explain

The most difficult thing about trust is that it is hard to develop and easy to lose. It is the most fragile of all human conditions. We must all commit to working on building trust.



Activity

We are going to get into groups and list all the things we can do over the coming weeks to build trust with each other. You will have four minutes to create your list, and then we will share with each other.

**Trainer Note**

Break the class into four teams. Have each team work on a list of things they can do to build trust in the coming weeks as they open the restaurant. Walk amongst the groups as they develop their lists to ensure everything is on point. Remember, the list should include actual things they can do – not just philosophical ideas. After four minutes, debrief as a group. As you listen to each group, write suggestions on a flip chart. You will create a list of things that build trust within our team. You will combine the lists of each class and create a master-list of commitments that will be used throughout the opening process. The list will be read by some team members at the start of the Menu Philosophy session for the managers.

This list can also be developed into a poster.

The list might include:

- Communicate openly.
- Ask for help.
- Admit mistakes.
- Help each other.
- Talk positively about each other.
- Don't make things up.
- Avoid cliques or leaving people out.

**Ask**

How will trust help us through the opening process?

Look for Answers

- Comfortable to make mistakes.
- Ensure we celebrate successes.
- Allow for a lot of transparent communication.
- Ensure we are helping each other out.



Discuss answers and review.



Explain

Let's agree to trust each other unconditionally through the opening process, as it will help us make the necessary adjustments for the brand, and each other, to be successful.



Transition

Let's talk about respect.

17

TEAM DYNAMICS

RESPECT



TIME: 8 minutes



Ask

Why is respect important?

Look for Answers

- Important building block to relationships and teamwork.
- Focuses on the positives in others.
- Celebrates talents.
- Creates a very supporting environment.
- Builds confidence.



Discuss answers and review.



Explain

When it comes to respect, we must remember to treat others as we would like to be treated.



Activity

We are going to get into groups and list all the things we can do over the coming weeks to build respect with each other. You will have four minutes to create your list, and then we will share with each other.



Trainer Note

Break the class into four teams. Have each team work on a list of things they can do to build respect in the coming weeks as they open the restaurant. Walk amongst the groups as they develop their lists to ensure everything is on point. Remember, the list should include actual things they can do – not just philosophical ideas. After four minutes, debrief as a group. As you listen to each group, write suggestions on a flip chart. You will create a list of things that build trust within our team. You will combine the lists of each class and create a master-list of commitments that will be used throughout the opening process. The list will be read by some team members at the start of the Menu Philosophy session for the managers.

This list can also be developed into a poster.

The list might include:

- Communicate openly.
- Ask for help.
- Admit mistakes.
- Help each other.
- Talk positively about each other.
- Don't make things up.
- Avoid cliques or leaving people out.
- Be courteous and speak appropriately to each other.
- Listen attentively.



Explain

Notice how many of the items suggested are similar to trust.



Ask

How will being respectful help us through the opening process?

Look for Answers

- Ensure we recognize the strengths in others.
- Allows for a lot of transparent communication.
- Building confidence in others.
- Makes people feel good in the workplace.



Discuss answers and review.



Explain

Let's agree to be respectful of each other, and recognize the strengths in others to help build a strong Herb n' Kitchen team.



Transition

Now, let's talk about communication.

18

TEAM DYNAMICS

COMMUNICATION



TIME: 10 minutes



Ask

Why is communication important?

Look for Answers

- Important building block to relationships and teamwork.
- Ensures everyone knows what is going on.
- Ensures information is passed on.
- Means we are listening to each other and understanding what is going on around us.
- Helps us feel involved.
- Makes us more responsible and accountable.



Discuss answers and review.



Explain

When it comes to communication, we must remember that you can never communicate enough. But while we must communicate a lot, remember that it is worthless unless the other person understands what you mean.



Activity

We are going to get into groups and list all the things we can do over the coming weeks to build communication with each other. You will have four minutes to create your list, and then we will share with each other.



Trainer Note

Break the class into four teams. Have each team work on a list of things they can do to build communication in the coming weeks as they open the restaurant. Walk amongst the groups as they develop their lists to ensure everything is on point. Remember, the list should include actual things they can do – not just philosophical ideas. After four minutes, debrief as a group. As you listen to each group, write suggestions on a flip chart. You will create a list of things that build trust within our team. You will combine the lists of each class and create a master-list of commitments that will be used throughout the opening process. The list will be read by some team members at the start of the Menu Philosophy session for the managers.

This list can also be developed into a poster.

The list might include:

- Keep things simple and concise.
- Don't assume others understand.
- Don't rely on emails as your only communication.
- Speak in an appropriate tone.
- Actions speak louder than words.
- Communicate at the beginning and end of each shift and pass along important information.
- Actively listen.



Ask

How will we ensure others understand us?

Look for Answer

- Don't assume.
- Leave notes.
- Be patient, and ask for understanding.



Discuss answers and review.



Explain

We will be checking a lot for understanding in you. Please know that we do this to ensure communication is effective.



Ask

How will effective communication help us in the opening process?

Look for Answers

- Ensures we all know what is going on.
- Sets everyone up for success.
- Minimizes confusion and frustrations.
- Reduces mistakes and rework.



Discuss answers and review.



Explain

Let's agree to communicate a lot with each other. Agreed.



Trainer Note

Wait for approval response, then continue.



Transition

And finally, let's bring it together under collaboration.

19

TEAM DYNAMICS

COLLABORATION



TIME: 8 minutes



Ask

Why is collaboration important?

Look for Answers

- Important building block to relationships and teamwork.
- Creates a very supporting environment.
- It is all about helping each other.
- Will help getting things done easier and quicker.



Discuss answers and review.



Explain

Collaboration is about helping each other through the opening process.



Activity

We are going to get into groups and list all the things we can do over the coming weeks to build collaboration with each other. You will have four minutes to create your list, and then we will share with each other.



Trainer Note

Break the class into four teams. Have each team work on a list of things they can do to build collaboration in the coming weeks as they open the restaurant. Walk amongst the groups as they develop their lists to ensure everything is on point. Remember, the list should include actual things they can do - not just philosophical ideas. After four minutes, debrief as a group. As you listen to each group, write suggestions on a flip chart. You will create a list of things that build trust within our team. You will combine the lists of each class and create a master-list of commitments that will be used throughout the opening process. The list will be read by some team members at the start of the Menu Philosophy session for the managers.

This list can also be developed into a poster.

The list might include:

- Practice with each other and give feedback.
- Discuss things together to come up with best answer.
- Show each other how to do things.
- Work together to help the guest.



Review

We are going to raise collaboration to a new level at Herb n' Kitchen! As you'll discover in our Guest Service Excellence program, we'll talk about "What do you do when you don't have to do it?" That concept is about helping guests and helping fellow team members who may not ask for help - but we bring help anyway! Think about a time a co-worker pitched-in and helped you with something, not because they had to, but they simply wanted to. Feels great, right? That is the culture and the environment that we are going to build here at Herb n' Kitchen!



Explain

Let's agree to collaborate a lot through the opening process, as it will help us make the necessary adjustments for the brand and for each other to be successful. We have developed a great list of "to-dos" and reminders for us as we work together moving forward. These commitments must be taken seriously. They are yours.



Transition

We will put this list of commitments together with the ideas from the rest of the team. We will then present these ideas to the management team, and more importantly we will remind each other about these ideas in the coming weeks.

20



TIME: 1 minute



Explain

So there are a lot of things to work on. Remember, the question is not, "Will you be on our Herb n' Kitchen Team?"; The question is, "How good is this team going to be, because you are on it?"

We will need your best in the coming weeks. We will need your support. New circumstances are never easy, but with all of you on board this opening is going to be very successful.



Read Quote

"In any situation, the best thing you can do is the right thing; the next best thing you can do is the wrong thing; the worst thing you can do is nothing."



Explain

Now, we have one more thing to do.



Ask

Who kept their watch and ring on the other hand? How does it now feel?



Discuss answers.



Explain

Fresh means items are prepared and presented with care, right before the guest's eyes, or each day for those on the go. It means fresh ingredients and produce, prepared daily.



Ask

Any questions about what we need to do to be successful in adapting to our new brand?



Discuss answers.



Explain

Great job everyone. Thank you for being a part of something new!